



	October 13 <sup>th</sup> –October 17 <sup>th</sup> , 2011—Business Attire			
	Thursday, October 13 <sup>th</sup>	Room	PDH	Session Attended
7:00 a.m— 5:00 p.m.	Registration Open	RENAISSANCE FOYER		
8:00 a.m— 3:00 p.m.	Technology Implementation Group Meeting  TIG is a business meeting of the Executive Committee. This session will focus on the implementation and promotion of new and proven technologies that would provide a benefit to transportation agencies.	DULUTH		
8:00 a.m— 4:00 p.m.	Standing Committee on Water Transportation—Part I  The much anticipated House Congressional surface transportation authorization proposal for the first time includes a Maritime Transportation title. Because SCOWT addresses all policy, regulatory, safety, and enforcement issues impacting the nation's coastal, inland, and Great Lakes waterways, as well as their ability to move goods efficiently on the national freight transportation network, SCOWT is pleased to host its 35th Annual Meeting alongside the AASHTO Annual Meeting in Detroit, Michigan.  This meeting represents a critical step towards identifying and advancing states' key maritime and intermodal freight issues, from inland lock and dam maintenance to harbor dredging and increased freight volume following the expansion of the Panama Canal. SCOWT members include any AASHTO participating transportation departments that elect to have committee representation. The Committee is led by former United States Maritime Administrator and current Virginia Secretary of Transportation Sean T. Connaughton.  Chair: Sean T. Connaughton, Virginia DOT; Vice-Chair: Sharon Balfour, Marine and Rail Administrator, Louisiana DOTD  Speakers: Larry Karnes, Freight Director, Michigan DOT; Mark Locker, Manager, Office of Maritime and Freight Mobility, Ohio DOT; Carolyn Gawlik (invited), Senior Director, TranslinkeD—Detroit Regional Chamber of Commerce; John K. Kerr (invited), Economic Development, Detroit—Wayne County Port Authority; Gregg Ward (invited), Vice President, Detroit Windsor Truck Ferry; Bruce Lambert, Executive Director, Institute for Trade and Transportation Studies; Dr. Ernie Perry, Ph.D., University of Wisconsin—Madison C-FIRE; James Weakley, President, Lake Carriers' Association (invited)	BRULE	6.5	
8:30 a.m— 4:00 p.m.	AASHTO/FHWA Workshop on the Highway Infrastructure Health Assessment Study—by invitation only The FHWA in coordination with AASHTO is conducting a study to define a consistent and reliable method to document infrastructure health with a focus on pavements and bridges on the Interstate System and to develop a framework for tools that can provide FHWA and State DOTs ready access to key information that will allow for better and more complete assessments of infrastructure health nationally. This workshop will:  • Present the results of the study to the stakeholders  • Solicit feedback on the project findings and recommendations, with a particular focus on their benefits, and potential implementation challenges  • Identify preferred approach(es) to document infrastructure performance	MARQUETTE	6.0	



4:00 p.m—	Special Committee on Route Numbering			
5:30 p.m.	The Special Committee on U.S. Route Numbering will review applications submitted from several states on U.S. Routes, Interstate Routes, and U.S. Bicycle System Routes. The results of these findings will be presented to SCOH on October 15, 2011 as an action item. SCOH will vote on the USRN report and make a final decision. The SCOH decision will be reported to the Board of Directors for information only. This is not an open meeting but may admit attendance by approval of the chair.  Chair: Don Vaughn, Chief Engineer/Deputy Director, Alabama DOT (Ken Sweeney, USRN Region 1	MONET		
	Representative, Maine DOT, to Chair this Meeting)			
6:00 p.m—	AASHTO/American Council of Engineering Companies			
9:00 p.m.	The AASHTO—ACEC meeting offers an opportunity for public agencies and private-sector companies involved in engineering and consulting services to share information, discuss issues, and develop joint solutions to common problems.	CADILLAC		
	AASHTO Co-Chair: Paul Mattox, Secretary, West Virginia DOT; ACEC Co-Chair: Ken Wightman, Board Chairman, David Evans and Associates, Inc. (Peter Strub, TranSystems Corporation, to Co-Chair this Meeting)			
	Friday, October 14 <sup>th</sup>	Room	PDH	Session Attended
7:00 a.m— 5:00 p.m.	Registration Open	RENAISSANCE FOYER		
7:00 a.m— 8:00 a.m.	Delegate Breakfast	RENAISSANCE FOYER		
8:00 a.m.—	Subcommittee on Transportation Finance Policy Business Meeting			
10:00 a.m.	This biannual business meeting of the Subcommittee on Transportation Finance Policy will review the Subcommittee strategic plan, discuss surface transportation reauthorization prospects, and provide an update of Subcommittee activities of interest to members, including finance policy and research.	RICHARD		
	Chair: Michael Bridges, Undersecretary, Louisiana DOT			
8:00 a.m—	Standing Committee on Water Transportation—Part II			
Noon	The meeting will also include a waterside tour of the Detroit—Wayne County Port Authority, beginning at 10:30 a.m., Friday, October 14th. Please RSVP to csmith@aashto.org to get on board.	BRULE	3.0	
8:00 a.m—	Subcommittee on Asset Management			
10:00 a.m.	The Subcommittee on Asset Management will cover the following topic areas: the status of the House and Senate action on reauthorization with regard to asset and performance management requirements, FHWA Highway Infrastructure Health Assessment Project, and capacity building projects related to the TAM Implementation Guide. A joint discussion during the meeting is also planned with SCOPM to discuss linkages between asset management and performance management. Other business items will also be addressed, including proposed NCHRP research projects, 9th International Conference on Transportation Asset Management, and the strategic plan.	DULUTH		
	Chair: Ananth Prasad, Secretary, Florida DOT; Vice-Chair: Tim Henkel, Division Director, Minnesota DOT			

	Friday, October 14 <sup>th</sup>	Room	PDH	Session Attended
8:00 a.m— 5:00 p.m.	Standing Committee on Highways Technical Meeting  The SCOH Technical Meeting will begin with the announcement of the new chair and vice-chair for the Standing Committee on Highways. The SCOH technical meeting will feature reports, presentations, and roundtable discussion on subcommittee activities and major focus areas in the SCOH Strategic Plan, including project delivery, system preservation, climate change adaptation, safety, freight issues, and performance management. Presentations will include design of walkable urban thoroughfares, accessibility of public rights-of-way, research topics, and digital publications.  Meeting chaired by Vice-Chair, Paul Degges, Chief Engineer, Tennessee DOT Speakers: Butch Wlaschin, FHWA; Ann Brach, Deputy Director, Transportation Research Board; Chris Jenks, Director of Cooperative Research Programs, Transportation Research Board; Brian Bochner, Sr. Research Engineer, Technical Transportation Institute; Peter Plumeau, Associate Region Engineer, Resource Systems Group	MACKINAC Ballroom	7.5	
9:00 a.m— Noon	High-Speed and Intercity Passenger Rail: Opportunities and Challenges  Over the past 20 months, 39 states, the District of Columbia, and Amtrak have submitted nearly 500 applica-			
	tions requesting more than \$75 billion for rail projects and corridors in every region of the country. Thirty-two states across the United States and the District of Columbia are currently laying the foundation for high-speed rail corridors to link Americans with faster and more energy-efficient travel options.			
	Chair: Paula Hammond, Secretary, Washington State DOT Speakers: A Report from California—David Kutrosky, Managing Director, Capitol Corridors Joint Powers Authority	NICOLET		
	A Report from the Northeast Corridor—Mitch Warren, Executive Director, Northeast Corridor Infrastructure and Operations Advisory Commission  A Report from the Southeast—Gene Conti, Secretary, North Carolina DOT  A Report from Michigan—Kirk Steudle, Director, Michigan DOT; Vice President, AASHTO FRA—Paul Nissenbaum, Director, Passenger and Freight Program  Karen Rae, Deputy Administrator, Federal Railroad Administration			
9:30 a.m—	TRAC Demonstration			
3:30 p.m.	9:30 a.m.—3:00 p.m. Students Create Presentations and Exhibits Noon—1:00 p.m. Students Presentations for Judging 2:30 p.m.—3:00 p.m. Students Present Exhibits 3:00 p.m.—3:30 p.m. Award Ceremony	COLUMBUS BALLROOM		
10:00 a.m— 10:30 a.m.	Beverage Break in the Trade Fair	COLUMBUS BALLROOM		
10:00 a.m.— 12:30 p.m.	Joint Meeting of Standing Committee on Finance and Administration and Standing Committee on Planning  This joint meeting of SCOFA and SCOP will examine the "stop-and-go" phenomenon of planning and pro-			
	gramming at state DOTs caused by an unpredictable federal funding stream in both directions, e.g., Highway Trust Fund instability and short-term extensions of SAFETEA-LU that force delays and cancellation of projects while programs like ARRA require states to speed up spending in a very short amount of time. In addition, the meeting will discuss ways to send the message to both internal and external stakeholders in setting the appropriate expectations of what state DOTs can and cannot do in delivering the transportation program in the current economic environment.	RICHARD		
	SCOFA Chair: Beverley Swaim-Staley, Secretary, Maryland DOT SCOP Chair: Deb Miller, Secretary, Kansas DOT Facilitator: Will Kempton, CEO, Orange County Transportation Authority			



Noon— 1:30 p.m.	Trade Fair—Luncheon and Ribbon-Cutting Ceremony	COLUMBUS BALLROOM		
1:30 p.m.— 4:00 p.m.	Standing Committee on Finance and Administration Business Meeting  This business meeting of the SCOFA will follow the steps taken at the recent Committee meeting in Baltimore in implementing Chair Swaim-Staley's vision, including improvements in member orientation, collaboration with other AASHTO committees, addressing issues regarding administration, and internal and external communications, among others.  Chair: Beverley Swaim-Staley, Secretary, Maryland DOT	RICHARD		
1:30 p.m— 5:00 p.m.	Special Committee on Intermodal Transportation and Economic Expansion Workshop—SCITEE  The much anticipated Senate Congressional surface transportation authorization proposal includes the creation of a new freight program within the U.S. DOT. AASHTO has long advocated for the identification and creation of a multimodal national freight transportation network. SCITEE convenes the 10 chairs and 4 regional freight representatives of the AASHTO modal standing committees to identify, outline, and strategize issues and policy geared towards planning, financing, and fully realizing a national freight network.  Chair: Sean T. Connaughton, Secretary, Virginia DOT Vice-Chair: Deb Miller, Secretary, Kansas DOT Speakers: Greg Nadeau, Deputy Administrator, FHWA; Tony Furst, Director, Office of Freight, FHWA; Dick Mudge, President, Delcan; Chris Jenks Director of Cooperative Research Programs (invited), Transportation Research Board; Ken Sweeney, Director of Governmental Relations, Maine DOT; Darrin Roth, Director of Highway Operations, American Trucking Associations; Monica Blaney, Senior Policy Advisor, Transport Canada	DULUTH	3.5	
2:00 p.m— 5:00 p.m.	Standing Committee on the Environment  SCOE will meet to discuss rulemakings and guidance related to stormwater and wetlands as well as hear about state DOT's innovative stormwater management practices. This session will also include a discussion of the project delivery streamlining provisions of transportation authorization, presentations from state DOTs regarding innovative practices to expedite project delivery, and next steps related to FHWA's Every Day Counts Initiative.  Chair: Matthew Garrett, Director, Oregon DOT  Speakers: Gloria Shepherd, Associate Administrator, Office of Planning, Environment & Realty, FHWA, FHWA Report; Frank Pafko, Director, Office of Environmental Services, Minnesota DOT; Kevin Walsh, Director of Environmental Section, Massachusetts DOT; Kristin Schuster, Operations Environmental Engineer, Michigan DOT; Sonal Sanghavi, Director, Office of Environmental Design, Maryland State Highway Administration; Faisal Hameed, Environmental Program Coordinator, District of Columbia DOT; Ronaldo Nick Nicholson, Chief Engineer, District of Columbia DOT; Tim Hill, Administrator, Office of Environmental Services, Ohio DOT; Janet Oakley, Director of Policy and Government Relations, AASHTO; Shannon Eggleston, Program Director for Environment, AASHTO	NICOLET	1.75	
2:00 p.m— 5:00 p.m.	Standing Committee on Performance Management  The SCOPM meeting will cover the following topic areas: the status of the House and Senate action on reauthorization with regard to performance management and measures, reports on the FHWA infrastructure performance and health assessment meeting the day before, FHWA's new performance office, and the various performance-based planning efforts supported by both FHWA as well as the NCHRP. Kevin Keith, the new chair of the SCOPM, along with Paula Hammond and Lance Newman, will report on the SCOPM Strategic Planning/ Action agenda effort. The SCOPM Strategic Action agenda will be put to the committee for adoption and actions by AASHTO dealing with the subject of performance management will be discussed.  Chair: Kevin Keith, Director, Missouri DOT; Vice-Chair: Paula Hammond, Secretary, Washington State DOT Secretary: Jeff Paniati, Executive Director, FHWA	BRULE		



3:00 p.m— 3:30 p.m.	Refreshment Break in the Trade Fair	COLUMBUS BALLROOM		
4:30 p.m— 6:30 p.m.	Welcome Reception in Trade Fair	COLUMBUS BALLROOM		
6:30 p.m— 9:00 p.m.	Sustainable Transportation: Energy, Infrastructure, and Climate Solutions Steering Committee  This meeting will bring together a representative group of members from AASHTO's Standing Committee on Highways (SCOH) to discuss issues related to climate change adaptation. The meeting will include presentations on key climate adaptation research and implementation efforts and will allow time for a facilitated discussion about adaptation issues and challenges. The meeting will be geared towards state DOT engineers to provide them with a brief overview of adaptation and information, allowing the opportunity for the exchange of information and brainstorming ideas for joint activities or technical services (between SCOH and the Steering Committee) for the next 6—12 months.  Chair: Paula Hammond, Secretary, Washington State DOT Speakers: King Gee, Associate Administrator for Infrastructure, FHWA; Gloria Shepherd, Associate Administrator Office of Planning, Environment & Realty, FHWA; Richard Land, Acting Chief Deputy Director, California DOT; Jake Keller, Vice President, Parsons Brinckerhoff	NICOLET	2.5	
	Saturday, October 15 <sup>th</sup>	Room	PDH	Session Attended
7:00 a.m— 3:00 p.m.	Registration Open	RENAISSANCE FOYER		
7:00 a.m— 8:00 a.m.	Delegate Breakfast	RENAISSANCE FOYER		
7:00 a.m— 8:15 a.m.	NCHRP 20-24 (breakfast meeting)—by invitation only	DULUTH		
7:00 a.m— 8:15 a.m.	NCHRP 20-7 (breakfast meeting)—by invitation only	NICOLET		
8:30 a.m— Noon	Standing Committee on Highways Business Meeting  The SCOH Business Meeting will include reports from AASHTO Executive Director John Horsley and updates on the reauthorization of the Federal transportation bill, FHWA activities, transportation performance measures, and various AASHTO committees. Special presentations include National Evaluation of Mileage-Based Road User Charge, Missouri Bridge Replacement Program Update, and National Results of State Strategic Safety Efforts.  Chair: Paula Hammond, Washington State DOT Speakers: John Halikowski, Director, Arizona DOT; Matthew Garrett, Director, Oregon DOT; King Gee, Associate Administrator, FHWA; Paul Hanley, Director, Transportation Policy Research Group, University of lowa; Chris Jenks, Director of Cooperative Research Programs, Transportation Research Board; John Horsley, Executive Director, AASHTO	MACKINAC BALLROOM	3.0	
8:00 a.m— Noon	Standing Committee on Planning Business Meeting  The SCOP meeting will cover the following topic areas: the status of the House and Senate action on reauthorization with regard to planning requirements, SHRP2 Capacity Research implementation update, adoption of the SCOP strategic plan, and the approval the FY2012 capacity building projects. A joint discussion during the meeting is also planned with SCOPM to discuss performance-based planning and programming projects. Other business items will also be addressed, such as 2012 Capacity Building projects and on-going NCHRP 08-36 research tasks.  Chair: Deb Miller, Secretary, Kansas DOT Vice-Chair: Tim Henkel, Division Director, Modal Planning and Program Management, Minnesota DOT	MARQUETTE		

9:00 a.m— Noon	AASHTO Executive Committee Meeting	RICHARD		
9:00 a.m— 12:30 p.m.	Trade Fair Open	COLUMBUS BALLROOM		
10:00 a.m— 10:15 a.m.	Beverage Break in Trade Fair	COLUMBUS BALLROOM		
11:00 a.m.— 12:30 p.m.	Lunch in Trade Fair (Trade Fair closes after lunch)	COLUMBUS BALLROOM		
1:00 p.m— 4:00 p.m.	5 to Survive On-Camera Interactive Media Workshop In today's high-tech world, anyone with a cell phone can become an instant news reporter, capturing video and streaming it live around the world. You have seen the footage, bus operators texting while driving, police beatings, and countless politicians caught on tape saying things they never intended the public to hear. 5 to Survive is an interactive, on-camera workshop designed to help you to meet today's new challenges and provide you with the necessary tools to stay comfortably in control when the cameras are rolling and the public is watching.  Presenters: Tony Dorsey, Manager of Media Relations, AASHTO; Dana Alexander Nolfe, Chief Public Affairs, Rhode Island DOT	BRULE	3.0	
7:00 a.m— 4:00 p.m.	Local Tours and Activities			
1:00 p.m— 5:00 p.m.	Golf Tournament	DETROIT GOLF CLUB		
6:00 p.m— 9:00 p.m.	Host State Night Event	DETROIT SCIENCE CENTER		
	Sunday, October 16 <sup>th</sup>	Room	PDH	Session Attende
7:00 a.m— 5:00 p.m.	Registration Open	RENAISSANCE FOYER		
7:00 a.m— 8:30 a.m.	Delegate Breakfast	COLUMBUS BALLROOM		
9:00 a.m— Noon	Plenary Session  "Leading in Lean Times" is not easy and few United States industries have found times leaner than America's automobile manufacturers. John Calabrese, Executive Director of Global Vehicle Engineering for General Motors, will discuss how General Motors and Detroit's automobile industry are turning the corner, relying on innovation and cutting-edge technology to adapt and reinvent in the midst of tremendous challenges.  Chair: Susan Martinovich, President, AASHTO; Director, Nevada DOT John Calabrese, Vice President, Global Vehicle Engineering, General Motors	CARTIER Ballroom		



	Sunday, October 16 <sup>th</sup>	Room	PDH	Session Attende
10:00 a.m— 10:15 a.m.	Beverage Break	RENAISSANCE FOYER		
Noon— 1:30 p.m.	Awards Luncheon—Jackie Page, My Fox Detroit 2, Awards Emcee  The achievements of state transportation professionals span the many aspects that are a part of a 21st Century Transportation Program. The American Association of State Highway and Transportation Officials acknowledge exemplary performance and dedication with these awards.	COLUMBUS BALLROOM		
1:30 p.m— 3:00 p.m.	Concurrent Track Sessions		1.5	
	The Vehicle of the Future: Greener, Safer, Smarter			
	Transportation is progressively transforming due to concerns about global climate change, energy availability, and safety. This session will provide information regarding automobile technologies to prevent collisions and reduce emissions, as well as innovative ways to integrate smart grid technology with electric vehicles. As the industry transforms, state departments of transportation need to understand what progress is being made and what the impacts may be on infrastructure owners and operators.	BRULE		
	Moderator: Kirk Steudle, Director, Michigan DOT; Vice-President, AASHTO Speakers: Eric Eiswerth, Safety Research Project Manager, Ford Motor; Sean McNamara, Manager, Member Relations, PJM Interconnection; Tim Weaver, Smith Electric; Bill Wallace, Director, Global Battery Systems, GM			
	• Transportation at Our Borders: Sharing Experiences from the North and South  The enactment of NAFTA in 1995 inaugurated a new era in North American trade that resulted in unprecedented increases in volume and significant economic growth, making Canada and Mexico the number one and three trading partners for the United States. NAFTA produced and increased freight volume at the borders and throughout the nation. Because the Canadian and Mexican border crossings are the gateways for North American trade, efficient border crossings are important not only for the border states but for inland states that have significant trade relations with Canada and Mexico as well.	RICHARD		
	Moderator: Joan McDonald, Commissioner, New York State DOT Presenters: Mike Hancock, Secretary, Kentucky Transportation Cabinet; Dave Wresinski, Director of Planning, Michigan DOT; Jack Foster (invited), Director, Statewide Planning and Program Management Section, Texas DOT—El Paso Border Crossing Study; Roy Norton, Consul General to Canada in Detroit			
	Public—Private Data Partnerships: Transportation Information for Travelers, Operators, and Planners			
	Good transportation data are essential to creating transportation information useful to users of the system, from travelers to operators to planners. Cellular phones, GPS, and other advances are pushing the technology envelope to the point that state DOTs are finding it hard to stay current. The advent of these newer technologies has required a culture shift in many transportation agencies to embracing public—private partnerships and developing a long-term vision for data acquisition, storage, and dissemination. This session will focus on transportation data from a strategic perspective in terms of disseminating accurate and timely information to the traveling public, informing the day-to-day operations and effective management of the system, and the use of traffic information for designers and planners with the longer-term goal of better transportation planning.	CADILLAC		
	Moderator: Ken Leonard, Principal, Cambridge Systematics Presenters: George Schoener, Executive Director, I-95 Corridor Coalition; Michael Pack, Director, Washington Regional Integrated Transportation Information System; Ted Trepanier, Executive Director of Public Sector, Inrix			



3:00 p.m— 3:30 p.m.	Refreshment Break	RENAISSANCE FOYER		
3:30 p.m— 5:00 p.m.	Concurrent Track Sessions		1.5	
	• New Frontiers in Alternative Contracting: Saving Money and Reducing Time  This session focuses on a variety of project delivery approaches that have been utilized nationally and internationally to address challenges with project delivery. These methods have proven in many cases to deliver projects faster and with better overall economy when used on the right projects. These methods include Design-Build, Public—Private Partnerships, Early Contractor Involvement, CMGC, and Alliance Contracting. The panel of experts will briefly discuss how these delivery methods have provided more economical approaches to delivering a wide variety of projects. A dialogue session with the audience will follow with thoughts on how states can move forward with these and other concepts.	BRULE		
	Moderator: Michael P. Lewis, Director, Rhode Island DOT Presenters: Steve DeWitt, Chief Engineer, NC Turnpike Authority; Nancy Smith, Nossaman LLP, Laurie Mahon, Principal, Laurene B. Mahon			
	Leveraging Limited Dollars: Maximizing Bonding Programs  The session will focus on techniques and experiences of states and the private sector used to maximize limited dollars. The session will feature state CEOs complemented by private sector practitioners discussing innovative techniques used to leverage their limited dollars.  SESSION OBJECTIVES  Share innovative experiences and projects that have stretched or leveraged limited funds  Share techniques that led to the adoption of these approaches  Discuss their application to CEOs from other states	CADILLAC		
	Moderator: Beverly Swaim-Staley, Secretary, Maryland DOT Presenters: Gene Conti, Secretary, North Carolina DOT; John Flaherty, Carlyle Group; David Seltzer, Mercator Advisors			
	• When Disaster Strikes: Funding, Emergency Operations, and Communications Strategies  The nation's transportation system is vital to the economic health and wellbeing of the nation, the states, cities, and local governments. When disaster strikes, DOTs are on center stage to protect and restore the vital links that crisscross the country. DOT personnel mobilize to protect lives, safeguard the traveling public, inspect public infrastructure, assess the damage, effectively communicate with the public/stakeholders, and restore transportation services as soon as possible. One of the keys in any disaster is for all responsible agencies to know their role in disaster response. Federal, state, and local agencies must work together as a team to quickly and efficiently respond to a disaster. Recent multi-state disasters have expanded the role of federal agencies and placed greater emphasis on cross-state coordination and communication. In a global economy, disaster response is no longer confined to the borders of a single state but spreads out over multiple states and jurisdictions and impacts the lives of thousands. This session will focus on the coordination and communication needed to proactively respond to natural disasters that impact multiple state transportation agencies.  Moderator: Brian Ness, Director, Idaho DOT  Presenters: King Gee, Associate Administrator for Infrastructure, FHWA; Terry Gibson, State Highway Administrator, North Carolina DOT; John Adam, Chief Engineer, Iowa DOT	RICHARD		



	Monday, October 17 <sup>th</sup>	Room	PDH	Sessior Attende
7:00 a.m— 2:00 p.m.	Registration Open	RENAISSANCE FOYER		
7:00 a.m— 8:30 a.m.	Delegate Breakfast	COLUMBUS BALLROOM		
7:30 a.m— 9:00 a.m.	Regional Meetings			
	• NASTO • MAASTO • SASHTO • WASHTO	CADILLAC RICHARD LASALLE MARQUETTE		
9:30 a.m— 11:30 a.m.	<ul> <li>CEO Roundtable Discussions—Strategies for Tough Times</li> <li>Can Downsizing Be a Viable Option?         Kevin Keith, Director, Missouri DOT; Joan McDonald, Commissioner, New York State DOT</li> <li>Can Tolling the Interstate Work?         Gene Conti, Secretary, North Carolina DOT; Robert Poole, Director Transportation Policy, Reason Foundation</li> <li>Can Design—Build Contracting Get the Job Done Better?         John Njord, Executive Director, Utah DOT; Greg Whirley, Commissioner of Highways, Virginia DOT</li> </ul>	DULUTH NICOLET BRULE		
Noon— 1:30 p.m.	TRB and AASHTO Delegate Luncheon Secretary Ray LaHood, United States Department of Transportation Neil Pedersen, TRB's Executive Committee Chairman and recently retired Administrator of the Maryland State Highway Administration	COLUMBUS Ballroom		
2:00 p.m— 3:00 p.m.	Board of Directors Policy Meeting	CARTIER		
3:00 p.m— 5:00 p.m.	Board of Directors Business Meeting	CARTIER		
6:00 p.m— 9:00 p.m.	Board of Directors Dinner—by invitation only			